Audit, Compliance and Governance Committee

15 July 2026

Cheltenham Borough Council corporate risk register

Responsible Officer: Margaret Anderson – Interim Governance, Risk and Assurance officer

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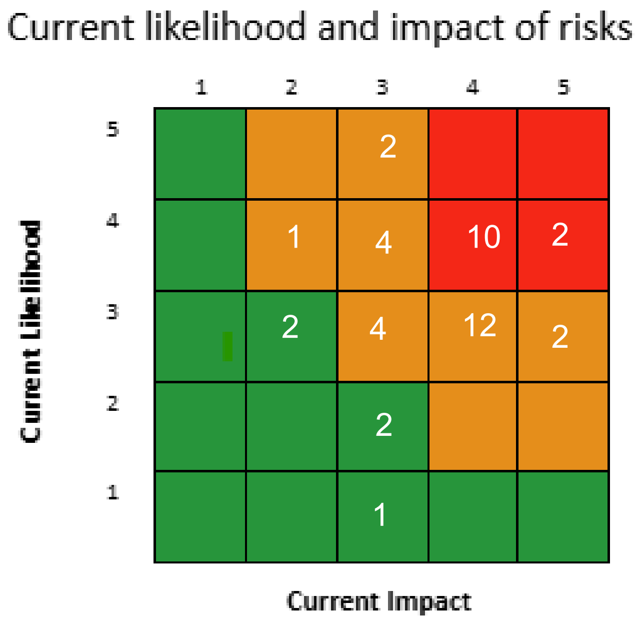
There are currently 42 active risks on the corporate risk register.

The below matrix shows the breakdown of current risk scores:



In summary:

- 1 risk was added this quarter
- 0 were closed and archived
- 0 were suspended
- 31 risks had no change since the last assessment
- 7 risks reduced since their last assessment
- 4 risks increased

New risks:
1 risk was added to the corporate risk register this quarter:

1. Building Safety Levy - Building safety Levy becomes a requirement as of 1st October 2026. From this date all local authorities are required to collect monies as defined by the regulations.

    a. Raw risk score – 16
    b. Current risk score – 16

Closed risks

Zero risks were closed and archived this quarter.

Overview of change in risk score:

7 risks reduced since their last assessment

1. Leisure and Culture Services- If the council does not begin to plan the long-term provision of leisure & culture services then it will be unclear about the scope of re-procurement of services.
    a. Mitigation measures updated and risk reduced from 12 to 9

2. Cheltenham Trust- If the Trust is unable to deliver on its five-year business plan and run leisure and culture services in a profitable way (within context of cost-of-living crisis) then the council may incur financial costs to ensure the organisation remains solvent.
    a. Mitigation measures updated and risk reduced from 16 to 12

3. Medium Term Financial Strategy (GF)- If CBC is unable to come up with long term solutions which bridge the gap in the medium-term financial strategy, then it will find it increasingly difficult to prepare revenue budgets year on year without making unplanned cuts in service provision.
    a. Mitigation measures updated and risk reduced from 16 to 12

4. Senior finance capacity- If we do not adequately manage the strategic management capacity within finance then there is a risk that the council operates outside of its effective financial and governance controls
    a. Mitigation measures updated and risk reduced from 12 to 9

5. Tenant Satisfaction- If there is a decline in the quality of services delivered to tenants, then this may result in reduction in customer satisfaction (evidenced through the TSMs) affecting the quality of life experienced by residents in Cheltenham and leading to referral to the Housing Ombudsman and/or Regulator for Social Housing.
    a. Mitigation measures updated and risk reduced from 12 to 6

6. Property Compliance- If there is ineffective management of property compliance then this will result in regulator intervention and reputational damage.
    a. Mitigation measures updated and risk reduced from 9 to 6

7. Access to fuel and increased costs- If there is limited access to fuel or significant increases in fuel prices, then the repairs service may be unable to operate effectively, leading to delays in attending appointments, increased operational costs, reduced service performance, and a decline in customer satisfaction
    a. Mitigations measured updated and risk reduced from 9 to 6

Risks increased since their last assessment

1. Provisions required by the building safety regulator- If the pending audit from the building safety regulator results in recommendations or actions (extent to which is unknown) then there is a risk of sanctions on individuals and the authority if we do no meet these requirements (what these sanctions are is currently unknown). If these recommendations or actions increase BC workload, then there is further risk that BC will not have the capacity to meet expected demand.
    a. Increased risk from 8 to 12, this is directly linked to challenges experienced in recruitment

2. Difficulties in Recruitment- If we are unable to recruit effective candidates for our vacant roles then we may be unable to deliver corporate plan ambitions & effective operational services leading to increased costs & reputational damage
    a. Increased from 9 to 12. A slight increase in the likelihood score as for some posts we are seeing a limited range of candidates with the required skills and experience

3. Compliance with Property Legislation & Regulations- If we are not compliant with relevant legislation / regulations in all operational CBC properties then this may result in incidents resulting in reputational damage, fines and potential corporate manslaughter charges. Consideration has been given to the requirements of the Occupiers liability Act of 1957 and 1984 specifically at TCE car park, due to ongoing trespass issues.

a. Increased from 4 to a 20. Amendment to risk description to include ongoing issues with trespassing in TCE car park.

One risk was confidential so cannot be shared in a public forum.

The highest risks on the corporate risk register are:

The top risk has a current risk score of 20:

Risk ID	Risk Status	Risk Title	Risk Description	Risk Manager	Date Raised	Risk Category (Multi-Select)
142	Active	Leisure & Culture Venues	If the council does not have a long term vision & investment plan in place for its leisure & culture venues then significant unplanned maintenance, repairs & investment may be required to keep the venues running & it may undermine the ability of the Trust (or any future provider) to run leisure & culture services in a profitable way.	Richard Gibson	14/01/2025	Financial Reputation Customer satisfaction H&S wellbeing Contractual governance
170	Active	Compliance with Property Legislation & Regulations	If we are not compliant with relevant legislation / regulations in all operational CBC properties then this may result in incidents resulting in reputational damage, fines and potential corporate manslaughter charges. Considerations has been given to the requirements of the Occupiers liability Act of 1957 and 1984 specifically at TCE car park, due to ongoing trespass issues.	Louise Eite	21/01/2025	Financial Reputation Legal

The following risks have a current risk score of 16.

Risk ID	Risk Status	Risk Title	Risk Description	Risk Manager	Date Raised	Risk Category (Multi-Select)
145	Active	Prioritisation of capital resources	If CBC are unable to prioritise medium term projects and programmes which require significant capital financing, then it will increasingly have to rely of borrowing to fund service investments increasing the pressure on our revenue budgets to fund repayments.	Jon Whitlock	20/02/2025	Financial Reputation Capacity governance
195	Active	Impact of lack of 5 Year housing land supply	If the housing delivery action plan, which seeks to address the lack of a 5 year housing land supply, is ineffective then will need to consider alternative actions.	Tracey Birkinshaw	14/01/2025	Reputation Capacity Performance
153	Active	Cheltenham, Gloucester & Tewkesbury Strategic & Local Plan	If there is a failure to gain political consensus across the partners to reach key milestones & failure to adequately resource work then this would impact on reaching milestones which would lead to delay, costs, lack of delivering statutory part of development plan & potential special measures.	Tracey Birkinshaw	21/01/2025	Reputation Contractual governance Financial Performance Capacity Governance Legal

157	Active	Cyber Security	If CBC have a cyber security breach then this could impact the Council's ability to deliver services leading to resident hardship, financial loss & reputational damage.	Ann Wolstencroft	21/01/2025	Reputation Governance Financial
195	Active	Private Sector Housing (resourcing)	If CBC does, or cannot, adequately resource its private sector housing work, then the authority will be unable to meet its statutory obligations and duties.	Bernadette Reed, Louis Krog	12/09/2025	Reputation Legal
197	Active	People resource, LGR and financial provision	If we do not make an adequate provision in out financial plan for additional people resources over the next few years then we may not be able to deliver business as usual	Ann Wolstencroft	18/09/2025	Employee Capacity Reputation Customer satisfaction Performance Legal
376	Active	Building Safety Levy	Building safety Levy becomes a requirement as of 1st October 2026. From this date all local authorities are required to collect monies as defined by the regulations.	Ian Smith	15/04/2026	Legal

356	Active	Demand for Housing accommodation	If the number of asylum seekers and refugees and homelessness generally continues to increase in Cheltenham, and there is insufficient accommodation to meet the demand for housing then there will be increased pressures on homelessness and rough sleeping services.	Martin Stacy	25/06/2025	Financial Capacity Customer satisfaction Performance Reputation

Two of those with a score risk score of 16 are confidential risks and so cannot be shared in a public forum.

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